

CHAPTER 6

PROGRAMS AND POLICIES

The Navy's most important resource is people. One of your primary responsibilities as an officer is to use this resource to its maximum potential. Many problems can arise that will degrade a person's performance. The Navy provides a wide variety of programs and policies developed specifically to help Navy members to improve themselves and to assist them to overcome personal, professional, or family problems. Knowledge of these programs will enable you to better care for your people. This chapter provides an overview of major Navy programs and policies.

CORE VALUES

The Navy implemented core values to promote personal excellence by developing commitment to a core set of Navy traditions and values that are in consonance with our national values. To determine just what these values should be, the Navy conducted an extensive review in 1987. More than 100 sailors representing all communities, fleets, and many positions within the chain of command were individually interviewed. In these interviews sailors were asked to do the following:

- Describe "tough situations" that posed values, conflicts, or ethics dilemmas
- Characterize those persons they admired most and least in the Navy
- Discuss in very real terms the values that the Navy represents

As you can imagine, these interviews produced many enlightening accounts and personal insights. The values most often portrayed in everyday decision-making and felt to be most important to the Navy are as follows:

- TRADITION
 - Concern for people
 - Patriotism
 - Courage
 - Spiritual heritage

- INTEGRITY
 - Honesty
 - Honor
 - Responsibility
- PROFESSIONALISM
 - Competence
 - Teamwork
 - Loyalty

The expected outcome of these core values is to refocus and reemphasize traditional Navy values by all personnel and to improve the ethical practices of the Navy.

NAVY LEADER DEVELOPMENT

The mission of the Navy Leader Development (NAVLEAD) Program is to provide continuing leader development to (1) maintain a proper balance between an individual's leader and technical development, (2) to revitalize leadership at every level of the chain of command, and (3) to increase the number of personnel who receive formal leadership training.

The NAVLEAD courses are mandatory for E-6 and E-7 personnel to be eligible for advancement to the next higher paygrade.

NAVY ENLISTED ADVANCEMENT SYSTEM

The objective of the enlisted advancement system is to provide qualified petty officers to operate the Navy's ships, squadrons, and stations. Advancements also provide the opportunity for the orderly progression of qualified enlisted personnel to higher levels of responsibility throughout their naval careers. The concept of the enlisted advancement system is as follows:

- General apprenticeship paygrades E-2 and E-3. Commanding officers have the authority to advance qualified personnel to paygrades E-2 and E-3 without

numerical limitations. Examinations for paygrade E-3 are available from the Naval Education and Training Program Management Support Activity (NETPMSA) in Pensacola, Florida. Apprenticeship examinations are graded by the administering command. There are no examinations for paygrade E-2.

- Paygrades E-4 through E-9. Enlisted personnel competing for paygrades E-4 through E-7 must take the fleetwide advancement-in-rate examination developed by NETPMSA and administered by examining boards located at the various ships and shore activities. NETPMSA grades E-4 through E-7 examinations. Eligible personnel are advanced to E-4 through E-6 to fill Navywide vacancies on the basis of their final multiple score consisting of factors such as examination scores, length of service, awards, and performance evaluation marks. There are no examinations for E-8 and E-9 personnel. Advancement to paygrades E-7 through E-8 is accomplished by selection boards convened annually by the Chief of Naval Personnel.

Special programs provide other methods of advancement or change in rating. For more information on the Navy Advancement System, refer to the *Advancement Manual*, BUPERSINST 1430.16.

COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)

The Department of the Navy's equal opportunity policy provides equal treatment and opportunity to all Navy members. This policy is carried out without regard to race, color, religion, gender, age, or national origin.

The Command Managed Equal Opportunity (CMEO) Program assists commands in supporting the Navy's equal opportunity (EO) policy. It is a management system that is responsive to higher echelons but controlled primarily at the command level. The four basic elements of the program areas are as follows:

- Command training team (CTT). The CTT conducts the Navy Rights and Responsibilities (NR&R) Workshops. These workshops present training on equal opportunity principles and policies, sexual harassment prevention, and command-specific issues.

- Command assessment team (CAT). The CAT conducts the annual command assessment. This

assessment focuses on equal opportunity personnel management practices. It also reveals problems or issues not directly related to equal opportunity that impact on the quality of life within the command. The command assessment also collects data on retention, advancement, and discipline. The CAT obtains additional data from interviews, observations, and surveys.

- Action planning. Once the command identifies issues, it needs a systematic approach to address these problems. The CAT defines and analyzes the problem and recommends courses of action. The selected courses of action are then developed into a plan of action and milestones (POA&M).

- Inspections. Immediate superiors in command (ISIC) inspect each command's equal opportunity program as a special interest item during subordinate command inspections. They conduct these inspections as part of the Naval Command Inspection Program.

Another important program used to promote equal opportunity in the Navy is the Navy Affirmative Action Program (NAAP). The NAAP is a continuing program of goals and actions with realistic milestones. Affirmative action consists of the positive steps the Navy must take to correct or eliminate discrimination over a certain period. Therefore, as specific actions are completed, they require continued monitoring to ensure the Navy does not regress. The NAAP is revised as appropriate after each annual equal opportunity assessment.

Equal opportunity is essential to Navy leadership. It must exist at every level of the chain of command. It is an integral part of the Navy's commitment to pride, professionalism, and personal excellence. Equal opportunity improves the quality of life for all Navy personnel, increases combat readiness, and contributes to mission accomplishment. To be an effective officer, you must set an example in equal opportunity for your subordinates to follow. Refer to OPNAVINST 5354.1 for more information on the Navy's policy on equal opportunity.

FRATERNIZATION

The Navy depends upon custom and tradition to define the bounds of acceptable personal relationships among its members. Proper social interaction among officer and enlisted members is encouraged as it enhances unit morale and esprit de corps. At the same time, unduly familiar personal relationships between

officers and enlisted members are contrary to naval custom. They undermine the respect for authority that is essential to the Navy's ability to accomplish its military mission.

Over 200 years of seagoing experience has demonstrated that seniors must maintain thoroughly professional relationships with juniors at all times. This custom helps prevent seniors from using (or giving the impression of using) their positions to show favoritism or preferential treatment or for personal gain. It also helps prevent seniors from becoming involved in other actions that undermine good order, discipline, authority, or high unit morale. Custom requires that junior personnel recognize and respect the authority inherent in a senior's grade, rank, or position.

Fraternization is any unduly familiar personal relationship that does not respect differences in rank and grade between an officer and an enlisted member. It also includes senior-subordinate supervisory relationships between officers and between enlisted personnel.

The *Uniform Code of Military Justice* provides for punishment when fraternization is prejudicial to good order and discipline or brings discredit to the naval service. We cannot name every act that may be classified as fraternization. The surrounding circumstances often have more to do with making the act criminal than the act itself. However, dating, cohabitation, or sexual intimacy between officer and enlisted members is clearly inappropriate. A private business partnership between an officer and enlisted member is also inappropriate. Likewise, such conduct between officers and between enlisted members when a senior-subordinate supervisory relationship exists is equally inappropriate. Conduct that constitutes fraternization is not excused by a subsequent marriage between the offending parties.

The responsibility for preventing inappropriate relationships rests primarily on the senior. The senior is expected to control and prevent the development of inappropriate senior-subordinate relationships. However, since the Navy's fraternization policy applies to both seniors and juniors, both are accountable for their conduct. OPNAVINST 5370.2 contains additional information on fraternization.

SEXUAL HARASSMENT

Sexual harassment is not an amusing or trivial issue. It negatively affects the morale and

productivity of service members and results in negative consequences for team building and mission accomplishment. It may also be a violation of many articles of the *Uniform Code of Military Justice*. The Navy's *Equal Opportunity Manual* defines sexual harassment as the following:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; (2) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting the person; or (3) such conduct has the purpose or effect of interfering with an individual's performance or creating an intimidating, hostile, or offensive environment.

The Navy's long tradition of military professionalism results from positive, aggressive leadership and its history of taking care of all Navy members. Commanders, supervisors, and subordinates are all responsible to provide an environment free from sexual harassment. That includes refraining from practicing prohibitive behavior and actively countering and reporting such actions promptly. Refer to SECNAVINST 5300.26 and OPNAVINST 5300.9 for more information on sexual harassment.

FAMILY SUPPORT PROGRAM

The mission of the Family Support Program is to increase the Navy's awareness of, and access to, useful and reliable information, resources, and services that support and enrich the lives of Navy families as well as single members. The Family Support Program includes three primary branches: (1) Family Services, (2) Overseas Duty Support, and (3) Family Advocacy.

FAMILY SERVICES

The Family Services branch is a worldwide network of Family Services Centers (FSCs). These centers offer a wide range of services. The following are some of the services offered at an FSC:

- Family, marriage, personal, and child counseling
- Pre/during/post deployment programs

- Employment assistance for spouses
- Health benefits assistance
- Financial management
- Relocation assistance
- Assistance in transition to civilian life

FSCs offer many more services. Contact your local FSC for details about these services.

OVERSEAS DUTY SUPPORT PROGRAM

The Overseas Duty Support Program (ODSP) helps Navy personnel and their families deal with various overseas cultures. Three major goals of ODSP are as follows:

- To provide training in cross-cultural relations
- To supply information through publications, video tapes, and direct personal assistance
- To operate a telephone hotline known as the Overseas Transfer Information Service (OTIS)

The mission of the ODSP is to help you be more effective in your job, to help you adjust to your tour of duty, and to help you enjoy visits to foreign ports.

FAMILY ADVOCACY PROGRAM

The Family Advocacy Program (FAP) is designed to address prevention, identification, evaluation, treatment, reporting, and follow-up on reported abusive situations.

FAP services provide commands with resources in dealing with the following types of situations:

- Physical abuse
- Physical neglect
- Sexual abuse (incest, assault, or rape)

SINGLE PARENTING

Single parents are fully responsible for providing care for their children so that it doesn't interfere with their professional on-the-job requirements. The demands of the Navy lifestyle makes single parenting rough. But by taking full advantage of the resources available, single parents can make their lives, and their children's lives, more rewarding and less stressful.

Navy single parents have more help available to them than ever before because of Family Services Center programs and expanding child care options. Family Services Centers provide information, referral, educational, and counseling services designed to assist single parents and their children.

Child care is always a big concern—and often a big headache for single parents. The capacity of Navy-operated child care facilities is not always sufficient for the number of children eligible to use them.

The Family Home Care (FHC) Program allows spouses to care for children of Navy personnel in their government quarters. FHC is in operation at most commands in the United States and overseas. To open their home for day care, people must complete training that includes CPR instruction. Child care providers under the FHC program must purchase insurance, which is available through the Bureau of Naval Personnel (BUPERS) at a nominal fee. A professional monitor ensures the child care offered is of the highest quality by providing training, screening and background checks, and monthly visits to FHC homes.

All single parents must provide a plan for dependent care arrangements. The plan must state who will provide care for children during normal duty hours and when the parent is absent because of temporary additional duty (TAD) or normal deployments. The plan must also include a will with guardianship provisions, a power of attorney authorizing medical care, and other pertinent information. The *Naval Military Personnel Manual*, article 3810190, outlines the dependent care policy. It tells what information must be on a Navy dependent care certificate, which is required to be in a single parent's service record.

Some people worry that their status as single parents may hurt their Navy career, but that is simply not true. As long as single parents keep an up-to-date dependent care plan in their record, what they can achieve has no limits.

Single parenthood in the Navy isn't easy, but an understanding of Navy policy can help a single parent's career run smoothly.

NAVY WIFELINE ASSOCIATION

The Navy Wifeline Association (NWA) is an informational and educational organization

established by and for Navy spouses. Every Navy spouse is automatically a member of the NWA with no registration requirement or membership fee.

NWA solicits views, shares solutions, and supplies information about military life to help spouses cope with changing environments, separations from loved ones, and shifting roles of responsibility. By serving as a point of contact for military spouses, the association enables spouses to join together and help each other, which fosters a sense of belonging.

The NWA can help spouses find the right source of help in time of need. The NWA has a variety of informational pamphlets available to spouses. For information, write NWA, Washington Navy Yard, Bldg. 172, Washington, DC 20374. You can reach the NWA by phoning commercial: 202-433-2333 or Defense Switched Network (DSN): 288-2333.

HEALTH AND PHYSICAL READINESS

People in the Navy and people in the civilian community share common health and physical problems caused by desk jobs, eating too much, and not enough exercise. Excessive body fat is a serious detriment to health, longevity, stamina, and military appearance. We need to maintain a high state of health and physical readiness. If we do that, combat readiness, personal effectiveness, and high morale should follow.

Health and physical readiness have become a matter of concern to the Navy. Every Navy person should strive to achieve and maintain a high standard of physical readiness. Members who fail to achieve high standards hurt their units and the effectiveness of the Navy. Physical readiness training is a complete conditioning program. It includes weight control and nutrition, high blood pressure identification and control, stress management, smoking cessation, and back injury prevention.

As a leader, be physically fit and educate your people in the importance of physical readiness training. People over the age of 50 are not required to pass the Physical Readiness Test (PRT). Refer to SECNAVINST 6100.5 for more information on physical fitness, and OPNAVINST 6110.1 for specific PRT guidance.

SEXUAL RESPONSIBILITY

The Navy does not require its personnel to abstain totally from sexual relations. However, it does emphasize the importance of sexual responsibility and the dangers of sexually transmitted diseases.

Syphilis, gonorrhea, genital herpes, and acquired immune deficiency syndrome (AIDS) are all sexually transmitted diseases. They are normally spread through sexual contact. AIDS can also be spread through contaminated blood or the sharing of hypodermic needles. Sexually transmitted diseases are not spread through inanimate objects such as toilet seats, door knobs, and eating utensils.

The most serious of these diseases is AIDS. The AIDS virus attacks the body's immune system. That results in the body's inability to fight infection. Military persons receive live virus vaccines to protect them from certain illnesses and possible exposure to serious infections when deployed outside the United States. These vaccines may be life-threatening to a person whose immune system has been damaged by AIDS. At the present time we have no cure for AIDS. More than 70 percent of all AIDS cases prove fatal within 2 years of diagnosis.

All members of the Navy should be aware of the dangers of sexually transmitted diseases and methods for reducing the risks of getting them. The most effective way of avoiding sexually transmitted diseases is to abstain from all forms of sexual contact. The next most effective means is to use your intelligence by heeding the following rules:

- Avoid sexual contact with multiple partners, anonymous partners, prostitutes, and other persons with multiple sex partners.
- Avoid sexual contact with persons who have a genital discharge, genital warts, genital herpes lesions, or other suspicious genital lesions.
- Avoid oral-anal sex.
- Avoid genital contact with cold sores.
- Use condoms and diaphragms in combination with spermicides.
- Have a periodic examination for sexually transmitted diseases.

ALCOHOL AND DRUG ABUSE

The Navy's policy on drug and alcohol abuse is "zero tolerance." The abuse of alcohol and drugs by Navy members can seriously damage their physical and mental health, may jeopardize their safety and the safety of others, and can lead to criminal prosecution and discharge of Navy members under less than honorable conditions. Furthermore, drug and alcohol abuse is inconsistent with Navy initiatives to promote personal excellence among its members.

Enhanced detection and deterrence are the major elements underlying the Navy's approach to its drug

and alcohol abuse problem. This approach emphasizes the firm, constructive use of discipline, preventive education, rehabilitation, and the expeditious processing for separation of certain abusing members.

Take an active role in educating your people on the pitfalls of alcohol and drug abuse. Explain to them the devastating effects it has on the Navy, the family, and the individual. Make yourself aware of the extent of the problem and of the Navy's drug and alcohol abuse policies and related programs. Refer to OPNAVINST 5350.4 for more information regarding the Navy's policy and programs on alcohol and drug abuse.